

ADOPTED 2005 BUDGET

DEPT: DEPARTMENT OF PARKS AND PUBLIC INFRASTRUCTURE –
PARKS DIVISION

UNIT NO. 9000
FUND: General - 0001

OPERATING AUTHORITY & PURPOSE

The Parks Division of the Department of Parks and Public Infrastructure administers and operates the Milwaukee County Park System. Major facilities include two indoor swimming pools, nine outdoor pools, two splash pads, one water playground, 37 wading pools and two family aquatic centers, 15 golf courses (including the home of the US Bank Championship), 117 tennis courts, four recreation

centers, 23 major pavilions, 200 athletic fields, 106 mile Oak Leaf Trail, boat launching sites, McKinley Marina, Mitchell Park Horticultural Conservatory, Wehr Nature Center and Boerner Botanical Gardens. The Park System spans 15,000 acres and encompasses 144 parks and parkways, five beaches, extensive roadways, and 183 picnic areas.

BUDGET SUMMARY				
Account Summary	2003 Actual	2004 Budget	2005 Budget	2004/2005 Change
Personal Services (w/o EFB)	\$ 22,643,412	\$ 18,604,753	\$ 17,664,690	\$ (940,063)
Employee Fringe Benefits (EFB)	5,997,460	3,445,130	6,234,741	2,789,611
Services	5,258,960	4,730,365	4,216,011	(514,354)
Commodities	2,630,981	3,366,119	2,027,498	(1,338,621)
Other Charges	36,912	1,255,697	19,650	(1,236,047)
Capital Outlay	231,682	557,516	0	(557,516)
County Service Charges	12,413,068	12,574,906	8,627,102	(3,947,804)
Abatements	(9,256,997)	(8,184,412)	(1,719,724)	6,464,688
Total Expenditures	\$ 39,955,478	\$ 36,350,074	\$ 37,069,968	\$ 719,894
Total Revenue	16,220,646	19,517,294	19,190,394	(326,900)
Direct Property Tax Levy	\$ 23,734,832	\$ 16,832,780	\$ 17,879,574	\$ 1,046,794

Note: The 2004 Budget created a new Department of Parks and Public Infrastructure (DPPI) by consolidating the services and administration of the previous Parks Department and the Department of Public Works. In March of 2004, a fund transfer was processed modifying the 2004 Budget that finalized the merger details by allocating funds between departments within the merger. DPPI departments were given direction to adjust 2005 expenditure, revenue, and tax levy targets based on the fund transfer modifications.

The Parks Department modified 2004 Budget is as follows: expenditures increased \$439,931 to \$36,790,005; revenues decreased \$20,000 to \$19,497,294; and tax levy increased by \$459,931 to \$17,292,711.

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ADDITIONAL COSTS NOT INCLUDED IN TAX LEVY*				
Account Summary	2003 Actual	2004 Budget	2005 Budget	2004/2005 Change
Central Service Allocation	\$ 1,224,303	\$ 817,224	\$ 898,555	\$ 81,331
Courthouse Space Rental	0	0	0	0
Document Services	53,492	67,482	1,286	(66,196)
Tech Support & Infrastructure	185,867	222,882	225,144	2,262
Distribution Services	6,461	7,010	4,988	(2,022)
Emergency Mgmt Services	0	0	0	0
Telecommunications	126,216	75,385	16,579	(58,806)
Records Center	4,367	3,551	4,493	942
Radio	12,966	11,347	11,805	458
Personal Computer Charges	41,532	106,474	119,595	13,121
Applications Charges	65,665	185,898	212,489	26,591
Total Charges	\$ 1,720,869	\$ 1,497,253	\$ 1,494,934	\$ (2,319)
Direct Property Tax Levy	\$ 23,734,832	\$ 16,832,780	\$ 17,879,574	\$ 1,046,794
Total Property Tax Levy	\$ 25,455,701	\$ 18,330,033	\$ 19,374,508	\$ 1,044,475

* These costs are included in other departmental and non-departmental budgets. They are reflected here to show the "total" amount of tax levy support for this Division.

PERSONNEL SUMMARY				
	2003 Actual	2004 Budget	2005 Budget	2004/2005 Change
Personal Services (w/o EFB)	\$ 22,643,412	\$ 18,604,753	\$ 17,664,690	\$ (940,063)
Employee Fringe Benefits (EFB)	\$ 5,997,460	\$ 3,445,130	\$ 6,234,741	\$ 2,789,611
Position Equivalent (Funded)*	759.0	617.7	534.8	(82.9)
% of Gross Wages Funded	70.0	69.7	97.0	27.3
Overtime (Dollars)**	\$ 254,622	\$ 130,970	\$ 130,932	\$ (38)
Overtime (Equivalent to Positions)	9.8	4.3	4.3	0.0

* For 2003, the Position Equivalent is the budgeted amount.

** Delineated for information. (Also included in personal services.)

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PERSONNEL CHANGES				
Job Title/Classification	Action	Number of Positions/ Total FTE	Division	Cost of Positions (Excluding Fringe Benefits)
Office Assistant 3	Abolish*	1/1.18	Administration	\$ (39,352)
Contract Services Coord (Real Est)	Abolish	1/1.00	Administration	(63,146)
Marketing and Contracts Coord	Create	1/1.00	Administration	86,676
Park Worker 1 Seas	Abolish*	1/.13	Administration	(1,832)
Park Worker 2 Seas	Abolish*	1/.34	Administration	(5,890)
Parks Golf Mgr Turf	Abolish	1/1.00	Administration	(56,428)
Golf Manager	Create	1/1.00	Administration	67,388
Accounting Manager	Abolish	1/1.00	Administration	(77,286)
Budget Manager	Create	1/1.00	Administration	77,286
Director of Parks	Abolish*	1/1.00	Administration	0
Office Assistant 3 Seas	Abolish*	2/.27	Operations	(8,146)
Office Asst 1 NR Seas	Abolish*	2/.97	Operations	(23,080)
Office Assistant 3	Abolish	1/1.00	Operations	(33,584)
Park Unit Coord. 2 (Golf) Seas	Abolish*	4/3.35	Operations	(144,094)
Park Unit Coord. 2 Seas	Abolish*	14/12.85	Operations	(552,736)
Park Unit Coord 2	Abolish*	1/1.00	Operations	(45,638)
Maintenance Supervisor	Abolish*	1/1.00	Operations	(39,662)
Park Maintenance Worker 2 - IC	Abolish*	7/7.00	Operations	(313,096)
Park Maintenance Worker 2	Abolish*	65/64.58	Operations	(2,580,048)
Horticulturist 1 (Seas)	Abolish*	2/.63	Operations	(19,418)
Horticulturist 1	Abolish*	3/3.00	Operations	(112,944)
Horticulturist - Classifier	Abolish*	1/1.00	Operations	(37,834)
Park Worker 1 Seas	Abolish*	58/57.10	Operations	(845,105)
Park Worker 2 Seas	Abolish*	45/44.53	Operations	(777,919)
Park Worker 3 Seas	Abolish*	30/29.42	Operations	(623,471)
Forestry Maint Worker Seas	Abolish*	1/1.00	Operations	(29,222)
Forestry Maint Worker - DOT	Abolish*	4/4.00	Operations	(124,048)
Nature Center Director	Abolish*	1/1.00	Operations	(42,832)
Librarian 1 Nr (Hrly)	Abolish*	1/.50	Operations	(17,712)
			SUB TOTAL	\$ (6,383,173)

* These positions were abolished from the lumpsum adjustment and have no effect on the number of funded positions. A total of 295.7 vacant positions were abolished under this adjustment. One Office Assistant 3 in Recreations Services, one Horticulturist 1 and one Park Worker 3 Seasonal in Operations are related to lumpsum adjustments.

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PERSONNEL CHANGES (Continued)				
Job Title/Classification	Action	Number of Positions/ Total FTE	Division	Cost of Positions (Excluding Fringe Benefits)
Office Assistant 3	Abolish	3/3.00	Recreation Services	\$ (106,408)
Park Unit Coord. 2 - Concessions	Abolish*	1/1.00	Recreation Services	(45,638)
Park Unit Coord. 2 Seas	Abolish*	2/.73	Recreation Services	(31,390)
Food Services Operators Seas	Abolish*	4/4.00	Recreation Services	(114,032)
Park Maintenance Worker 2	Abolish*	7/7.00	Recreation Services	(327,178)
Golf Starter 1 Seas	Abolish*	10/8.95	Recreation Services	(165,768)
Golf Starter 2 Seas	Abolish*	25/22.60	Recreation Services	(461,884)
Park Worker 1 Seas	Abolish*	12/11.69	Recreation Services	(163,350)
Park Worker 2 Seas	Abolish*	15/14.58	Recreation Services	(254,706)
Park Worker 3 Seas	Abolish*	1/.50	Recreation Services	(10,430)
Head Lifeguard	Abolish*	2/2.11	Recreation Services	(65,324)
Program Coord. Mkg	Abolish*	1/1.00	Recreation Services	(53,222)
Community Center Supervisor	Abolish*	1/1.00	Recreation Services	(35,844)
Recreation Leader 1	Abolish*	3/2.23	Recreation Services	(36,638)
Recreation Leader 2	Abolish*	6/5.07	Recreation Services	(92,252)
Woodworking Inst	Abolish*	1/.86	Recreation Services	(16,756)
Park Intern - Ath. Official Seas	Abolish*	7/7.00	Recreation Services	(111,356)
Restaurant Concessions Manager	Abolish	1/1.00	Recreation Services	(85,338)
Restaurant Concessions Manager	Create	1/1.00	Recreation Services	66,939
Landscape Services Manager	Abolish	1/1.00	Recreation Services	(75,804)
Regional Manager	Create	1/1.00	Recreation Services	77,286
Recreation Director	Abolish	1/1.00	Recreation Services	(77,286)
Chief of Recreation Services	Create	1/1.00	Recreation Services	88,172
			SUB TOTAL	\$ (2,098,207)
			GRAND TOTAL	\$ (8,481,380)

* These positions were abolished from the lumpsum adjustment and have no effect on the number of funded positions. A total of 295.7 vacant positions were abolished under this adjustment. One Office Assistant 3 in Recreations Services, one Horticulturist 1 and one Park Worker 3 Seasonal in Operations are related to lumpsum adjustments.

MISSION

Within budget and policy guidelines established by the Milwaukee County Board of Supervisors, the Parks System services the needs of Milwaukee County citizens in the following ways:

- Preserves and protects the natural environment paying special attention to critical and sensitive natural resources.
- Provides open space for the enjoyment and recreation needs of the public while responding to ever changing urban development patterns and recreational demands.

- Provides a variety of safe, active and passive recreation opportunities, offered at reasonable costs, which are responsive to the needs of the public.

GENERAL DESCRIPTION

To achieve more effective and efficient services, the Park System has consolidated various services and functions into three Sections: Operations, Architecture, Engineering, & Environmental Services (AE&ES) and Recreation Services.

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PROGRAM DESCRIPTIONS

The **Operations Section** oversees the daily operation of Facilities Management, Landscape Services and the individual parks throughout Milwaukee County. As a result of the merger between the Department of Public Works and the Department of Parks, Recreation & Culture, the Divisions of Facilities Management and Architecture, Engineering & Environmental Services were transferred to the Parks Division during the 2004 fiscal year. The Facilities Management Division, Regional Management Unit and the Landscape Services Unit were consolidated into the Operations Section to more effectively share finite resources and take advantage of organizational efficiencies.

The 144 parks are organized into 18 park units that provide the daily maintenance for the individual properties. Each park unit is part of one of the two regions (North and South) that provide leadership and centralized office support to individual parks.

The Operations Section also provides forestry, landscaping and miscellaneous park construction services. All horticultural services were consolidated in the 2004 Budget to maximize landscape management expertise. The horticulture operation includes the Mitchell Conservatory, Boerner Botanical Gardens and Wehr Nature Center.

Facilities Management, although consolidated within the Operations Section, is budgeted in Org. Unit No. 5700. Both DPW Divisions (Facilities Management and AE&ES) that were transferred to the Parks Division are budgeted separately from the rest of the Parks System. Refer to Org. Unit No. 5700 for Facilities Management budget information.

The **Architecture, Engineering & Environmental Services Section (AE&ES)** provides a core competency of professional and technical services for Milwaukee County. The AE&ES Section includes the following five units: Architecture, Airport Engineering, Civil Engineering and Site Development, Environmental Services and Support Services. AE&ES received six planning/landscape architecture staff from the Park System as a result of the merger. Although organizationally AE&ES falls under the leadership and direction of the Parks Division; it is budgeted under Org. Unit No. 5080.

The **Recreation Services Section** is responsible for the programmatic development, implementation and management of the aquatics, golf, concessions and public services operations. Golf programming is consolidated with public services to provide a one-stop for all golf services. In addition, King and Kosciuszko Community Centers, Wilson Ice Center and the Milwaukee County Sports Complex are consolidated under this section to allow for greater coordination and better service. Also, Marketing Services are under this section to provide better collaboration and communication between recreational and revenue generating operations and the marketing services that will promote those operations.

BUDGET HIGHLIGHTS

- Personal Services expenditures without fringe benefits decreased by \$940,063 from \$18,604,753 to \$17,664,690. Funded positions decreased 82.9 from 617.7 to 534.8.
- The Personal Services for vacancy and turnover was reduced from \$7,308,008 to approximately \$500,000. As a result of this action, the Park Department abolished 295.7 vacant positions. On average, these positions have been vacant for five years. This reduction has no effect on the number of funded positions that were abolished, therefore increasing the percent of gross wages funded from 69.7 percent to 97 percent.
- Fringe Benefits increase in 2005 by \$2,789,611. This is due in part to an under-funding in the Parks Department of fringe benefits in 2004 of approximately \$1,900,000. The remaining increase is due to an increased reliance in 2005 on full-time staff that receive fringe benefits as opposed to seasonal staff that do not receive fringe benefits.
- The Superintendent of the Parks Department will have the authority to set fees for buildings and room rentals, picnic permits, Wilson Park Ice Rink, traditional (reoccurring) special event permits, aquatic admissions and other miscellaneous revenues based on the 2004 Adopted Budget fee schedule for the Parks Division. The Parks Superintendent will have the flexibility to set fees lower, or up to 10%

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higher than the 2004 Adopted Budget in order to respond in a timely manner to changing market competition, weather conditions, seasonal needs and special events in an overall effort to maximize the revenue generated by the Milwaukee County Park System. The Parks Superintendent shall obtain prior approval from the County Board to charge any fee that is greater than 110% of the 2004 adopted fee amount. The Parks Superintendent will present a report to the Committee on Finance and Audit at its June 2005 meeting on the status of program revenues generated. In addition, the Parks Superintendent will study the Park System fee structure for each of programs and present the findings to the Committees on Finance and Audit and Parks, Energy and Environment in July 2005.

- Total revenue budgeted for the Parks Division in 2005 is \$19,190,394, a decrease of \$326,900 from the \$19,517,294 anticipated in 2004. This reduction is made to better reflect actual experience.
- The Parks Superintendent will reorganize the Operations Section of Parks in 2005. As part of this reorganization, two regions, North and South, will be created geographically divided by I-94. Existing staff will be spread between these two regions. Additionally, the Landscape Services area will be eliminated and staff will be assigned to either the North or South Regions. One new position of Regional Manager will be created and one position of Landscape Services Manager (currently vacant) will be abolished. This reorganization will enable flexibility in management of field staff with additional efficiencies realized upon implementation.

Staffing changes include: abolishing the vacant position of Recreation Director to fund the Chief of Recreation position; abolishing three vacant Office Assistant III positions and two Horticulturalist I positions to realize efficiencies with the region consolidation; abolishing the Contract Services Coordinator and creating a Marketing and Contract Coordinator position responsible for all aspects of the Parks marketing, group sales and contracts; abolishing the Parks Golf Turf Manager position and creating a Parks Golf Manager position

responsible for the overall management of the day-to-day operations of nearly all of the Parks Department's golf courses; and abolishing the Accounting Manager position and transferring the position to Budget Manager.

Funding in the Special Premiums in the Administration Division is reduced by \$23,537 to \$99,816. This budget historically is under spent given that all the positions within the Administration Division are non-represented.

Below is a summary of these position changes:

- \$ 77,286 Create 1 Regional Manager
(75,802) Abolish 1 Landscape Manager
(110,544) Abolish 3 Office Assistant 3
(80,208) Abolish 2 Horticulturists 1
88,172 Create 1 Chief of Recreation
(77,286) Abolish 1 Recreation Director
86,676 Create 1 Marketing/Contracts Coordinator
(63,146) Abolish 1 Contract Services Coordinator
67,388 Create 1 Parks Golf Manager
(56,428) Abolish 1 Parks Golf Turf Manager
(77,286) Abolish 1 Accounting Manager
77,286 Create 1 Budget Manager
\$(139,756)
- Funding for Park Worker 3 Seasonal decrease by \$599,856, or 28.5 full-time equivalent positions. Actual 2004 expenses for seasonal positions park-wide are projected at \$6,500,000. In 2005, seasonal positions are budgeted at \$6,600,000 based on 2004 actuals.
- The Parks Superintendent will establish a fee structure to utilize revenues obtained from off-leash dog park permits to offset maintenance of the dog park. This fee structure and revenue are contingent on the 2005 capital budget commitment for construction of the off-leash dog parks. No additional positions are requested with this proposal, as existing staff that currently process other park fees will administer the program.

The proposed off-leash fee structure is as follows:

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Annual Permit	\$20.00
Daily Permit	\$ 5.00
Senior permit	\$10.00
Disable Permit	\$10.00
Additional Dog	\$ 5.00
Replacement Tag	\$10.00

If the capital allocation is eliminated from the 2005 budget, dog park permit fees will be postponed until such time that an off-leash dog park is constructed.

- The Parks Marketing area will work collaboratively with the Milwaukee County Zoo Division of Public Affairs to share resources for marketing and advertisement. This collaboration will be facilitated and monitored by the Department of Administrative Services (DAS) – Fiscal Affairs. Anticipated savings will be realized in the future budgets.
- Due to significant repair costs, Hoyt Pool will remain closed for the 2005 swimming season.
- The Parks Superintendent negotiated an agreement with the Southwest YMCA to operate Hales Corners pool in 2004. This agreement included a provision that Milwaukee County will provide up to \$25,000 in support for the pool in 2005.
- Funding of \$12,750 for Keep Greater Milwaukee Beautiful is continued in 2005.
- The budget for unemployment compensation is reduced by \$379,435, from \$797,743 to \$418,308. This still provides a level of funding above historical spending. The Parks Budget Manager will monitor unemployment compensation spending through 2005.
- The Parks Division's budget increases by \$50,000 for continuation of the geese control program. The program includes egg adding, flight control applications and use of dogs to reduce the resident goose population in Milwaukee County parks.
- Approximately \$300,000 in revenue will be realized from selling excess Park-owned equipment, which is currently at 850 pieces. This reduction is a direct result of efficiency

savings generated by the regional merger and increased use of multifunctional equipment. However, usable equipment which will contribute to the Parks efficiency will not be sold even if the \$300,000 in budgeted sales revenue is not achieved. The Parks Superintendent will reduce expenditures or increase revenues in other areas of the Parks Division to offset any revenues not generated by the sale of Park-owned equipment.

- The Parks Division will reduce the appropriation for major maintenance by \$220,000. (An appropriation transfer was approved at the 10/28/04 Committee on Finance and Audit that provided the Parks Division with an additional \$220,000 for major maintenance expenditures in 2004. These funds were provided from the Parks Allocated Contingency Account. These funds are eligible for carryover into 2005.)
- The benefits of the DPPI merger are continuing to be realized and implemented within the department. Some examples of this integration include:
 - The Highways and Parks programs are currently joining forces to manage and maintain the interstate highway medians and approaches as well as park roads and parkway.
 - Facilities Management and Parks Regional Operations Crews have joined forces to assist each other in grassland maintenance on the County Grounds, Mental Health Facility and Children's Court.
 - The Accounting and Budgeting Units within the Parks and Facilities Management have been consolidated in one functional unit to improve the day-to-day financial operations of the programs. This consolidation will provide for greater accountability for the programs.
 - All regional operations are now being operated under one management point of view. This style lends itself to consistent safety and training programs, work rule enforcement and revenue and expenditure control.

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- The Park System and the Transportation Division are discussing and reviewing several opportunities associated with the continuing development and maintenance of the Oak Leaf Trail as well as other trails within the system.
- The merger has also created new opportunities for joint marketing campaigns for the Parks, Zoo and the Airport. These opportunities will allow the programs to effectively and efficiently promote our programs to an expanded population.
- The 2005 Budget reflects a zero wage increase for all non-represented and Executive Compensation Plan (ECP) positions. In addition, ECP positions are not provided step increases or performance awards in 2005 as allowed in County Ordinance Section 17.265 (3).
- All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."